MKT 567: Marketing Metrics for Business Decisions  
Spring 2022  
Classes: Tuesdays and Thursdays 12:30 – 1:50pm, JKP 110  
Office Hours: Tuesdays 2:15 pm to 3:15 pm  

Instructor: Dinesh Puranam  
Office: 615 Hoffman Hall  
Phone: (213) 821 9897  
Email: puranam@marshall.usc.edu

COURSE DESCRIPTION

At the heart of great business organizations, are great business decisions. Most modern business organizations use data to reliably make good decisions. In order to make a specific business decision, businesses typically rely on metrics generated from data. This course focuses on evaluating the performance of Marketing using metrics. We will implement analysis and dashboards using Excel and Tableau. Some of the questions we will address are:

1. What metrics should we focus on?
2. How should we interpret them?
3. How should we measure the success (or failure) of a particular Marketing tactic or strategy?
4. Are there other more insightful metrics we should be tracking?
5. How does the performance of the Marketing function link to other business functions (such as Sales and Finance)?

This STEM approved course is a curated mix of case studies, data analysis (using data sets of 100k+ observations) and lectures (by faculty and industry experts). It will cover metrics for business to consumer (B2C) businesses and business to business (B2B) businesses. Past guest speakers have been from firms like Salesforce.org, Fair.com, and Robethalf.com. The course will consist of three (interlinked) parts:

1. Measuring Marketing:  
   Apply -  
   a. Metrics to measure the market /customers/ brand  
   b. Metrics used for various Marketing instruments including advertising, promotions, distribution channels and pricing  
   c. Metrics used for online and social media  
   d. Resource allocation and spend optimization methodologies

2. Identify and develop metrics/key performance indicators/ dashboards for Marketing. This includes:  
   a. Developing process maps and identifying critical process and outcome measures
b. Translating metrics to management dashboards

3. Marketing Metrics and the Firm:
   a. Marketing performance and the Sales function
   b. Marketing performance and the value of the firm

Who is this course for?

- If you aspire to be a Marketing professional, this course will help you use metrics more effectively to arrive at Marketing decisions, identify other (more appropriate) metrics, and serve as an effective advocate for the Marketing budget.
- If you are likely to take on a financial role you will gain insight on the Marketing budget and the financial value of Marketing expenditures.
- Aspiring general managers and consultants will learn to assess the health of the organization – with a specific focus on the customers and the Marketing function.

COURSE OBJECTIVES

Upon successful completion of this course, students will be able to:

1. Apply commonly used Marketing metrics.
2. Identify marketing metrics that are the most appropriate for particular industries (e.g. consumer-packaged goods, services, on-line, etc.)
3. Distinguish between the measurement of Marketing outcomes and Marketing processes.
4. Define and develop metrics for Marketing outcomes and processes.
5. Design and develop dashboards for mid and senior management.
6. Link Marketing metrics to the rest of the business – specifically Sales and Finance functions.

COURSE MATERIALS

- Please check the course postings on the Blackboard regularly for class lectures, announcements, and instructions (http://blackboard.usc.edu). Please print out the lecture notes and bring them to class.
- Reading packet – required
- Students will be asked to use Excel and Tableau (student licenses are free)
Readings

7. Oded Netzer, Using Social Media Data to Track the Effectiveness of a Communications Campaign
Cases

6. Allegra Young, 2007, MedNet.com Confronts “Click Through” Competition, HBS 2066
7. Leandro Guissoni, Paul W. Farris and Olegario Araujo, 2016, Choosing the Right Metrics for Listerine Brand Management in Brazil, Darden Business Publishing, UV7205

Course Notes:

Please check the course postings on the Blackboard regularly for class lectures, announcements and instructions (http://blackboard.usc.edu). Please print out the lecture notes and bring them to class.

GRADING

• Assignments (6% x 5)

You will be asked to complete five assignments independently. You are NOT allowed to work with other students, and the completed assignments should reflect your own work only. Collaboration with other students on individual assignments will be treated as cheating. Individual assignments will be posted online ahead of time.
Assignments must be turned in on the due date via TurnItIn on Blackboard. Any assignment turned in late will receive a grade deduction at the rate of 2 points per day late.

• In Class Quizzes (6% x 5)
We will have 5 quizzes in class spread over the semester to test your understanding of the material. These will be short and will usually take less than 10 minutes to complete.

• Group Project (10% presentation, 20% write up)
Develop a Marketing dashboard for a client of your choice in groups of 3-4. An in-depth understanding of the client will be necessary to understand the current strategy and potentially opportunities and challenges. The Dashboard should show the key performance measures and their drivers. Note you will be evaluated on both the metrics selected and on the actual dashboard presented.

- Class Contribution (10%)

Students are required to be well prepared with assigned reading for that day. Constructive participation in the lectures and insightful critique is most welcome. Case studies and reading are critical for your understanding. Consequently, you will be called on to demonstrate your understanding in class.

There will be 10 formal check-ins spread at random throughout the semester. A check-in will consist of a couple of short questions to test your understanding, and will help me pace the material. Unlike a quiz, you will only be evaluated on whether you completed the check-in or not. Each check-in is a half point. There will be no rescheduling of these check-ins, in the event you miss one.

Sample GRADING DETAIL

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUIZZES</td>
<td>30</td>
<td>30.0%</td>
</tr>
<tr>
<td>ASSIGNMENTS</td>
<td>30</td>
<td>30.0%</td>
</tr>
<tr>
<td>CLASS Contribution (Including Check-Ins 5%)</td>
<td>10</td>
<td>10.0%</td>
</tr>
<tr>
<td>GROUP PROJECT</td>
<td>30</td>
<td>30.0%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>100</td>
<td>100.0%</td>
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</table>

Grades for individual student contributions to team projects are assigned by me, based on my observations of the team’s working dynamics, my assessment of the team’s project quality, and thoughtful consideration of the information provided through your peer evaluations.

Assignment Submission Policy:

Example: Assignments must be turned in on the due date/time electronically via Blackboard. Any assignment turned in late, even if by only a few minutes, will receive a grade deduction (for example, if your work is a B+ grade, you will be given a C+ grade). Late or not, however, you must complete all required assignments to pass this course.

Evaluation of Your Work:
You may regard each of your submissions as an “exam” in which you apply what you’ve learned according to the assignment. I will do my best to make my expectations for the various assignments clear and to evaluate them as fairly and objectively as I can. If you feel that an error has occurred in the grading of any assignment, you may, within one week of the date the assignment is returned to you, write me a memo in which you request that I re-evaluate the assignment. Attach the original assignment to the memo and explain fully and carefully why you think the assignment should be re-graded. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative.

**The Importance of Course Evaluations**

The student course evaluations are valuable. This course is continuously improved, based on feedback from students and instructor observations.

**TECHNOLOGY REQUIREMENTS**

Online lectures through Zoom will be provided in Blackboard. Therefore, you must have access to the Internet to view/hear lectures.

The lecture presentations, links to articles, assignments, quizzes, and rubrics are located on Blackboard. To participate in learning activities and complete assignments, you will need:

- Access to a working computer that has a current operating system with updates installed, plus speakers or headphones to hear lecture presentations;
- Reliable Internet access and a USC email account;
- A current Internet browser that is compatible with Blackboard (Google Chrome is the recommended browser for Blackboard);
- A working video camera with microphone for use on Zoom;
- Microsoft Word as your word processing program; and
- Reliable data storage for your work, such as a USB drive or Office365 OneDrive cloud storage.

If your computer does not have Microsoft Word, Office 365 package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the USC ITS service portal.

Please follow instructions on blackboard to install Tableau.

**ATTENDANCE FOR ONLINE CLASSES:**

Marshall policy requires that students are attend classes that meet between 7:00 am and 10:00 pm in the time zone that students are located in.
CLASS CONDUCT/NETIQUETTE

Professionalism will be expected at all times. Because the university classroom is a place designed for the free exchange of ideas, we must show respect for one another in all circumstances. We will show respect for one another by exhibiting patience and courtesy in our exchanges. Appropriate language and restraint from verbal attacks upon those whose perspectives differ from your own is a minimum requirement. Courtesy and kindness is the norm for those who participate in my class.

Our discussion board is a way for you to share your ideas and learning with your colleagues in this class. We do this as colleagues in learning, and the Discussion Board is meant to be a safe and respectful environment for us to conduct these discussions.

1. Some Netiquette Rules:
   - Dress respectfully. Video conference business meetings are and will be the norm, so practice your professional telepresence.
   - Students are expected to have cameras on during the synchronous Zoom sessions, and preferably use headsets or earphones to ensure the best audio quality. *Please advise me if you have circumstances under which you will not be able to meet these expectations.*
   - Virtual background should be respectfully professional
   - Display both your first and last name during video conferencing and synchronous class meetings.
   - Respectfully minimize distractions with muting and video off when moving around
   - Disagree respectfully
   - Respectfully pay attention to classmates
   - Do not use all CAPITAL LETTERS in emails or discussion board postings. This is considered "shouting" and is seen as impolite or aggressive.
   - Do not use more than one punctuation mark, this is also considered aggressive!!!!
   - When sending an email, please include a detailed subject line. Additionally, make sure you reference the course number (Ex. MKT567) in the message and sign the mail with your name.
   - Use proper grammar, spelling, punctuation, and capitalization. Text messaging language is not acceptable. You are practicing for your role as a business leader.
   - Re-Read, think, and edit your message before you click "Send/Submit/Post." as a check, consider whether you would be comfortable with your email or post or text being widely distributed on the Internet.

2. During synchronous Zoom sessions, the following netiquette is expected, as if you were in a physical classroom.
   a. Please do:
      i. Log into class early or promptly
      ii. Arrange to attend class where there is a reliable internet connection and without distractions
iii. Dress respectfully. Video conference business meetings are and will be the norm, so practice your professional telepresence.

iv. If you use a virtual background, please keep it respectfully professional.

v. Display both your first and last name during video conferencing and synchronous class meetings.

vi. Respectfully minimize distractions by muting and or turning off video if necessary and when appropriate.

vii. Engage in appropriate tone and language with instructors and classmates.

b. Please try not to:

i. Engage in a simultaneous activity not related to the class.

ii. Interact with persons who are not part of the class during the class session.

iii. Leave frequently or not be on camera for extended periods of time.

iv. Have other persons or pets in view of the camera.

3. All Zoom sessions will be recorded and posted in the Blackboard Course pages.

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### COURSE OUTLINE AND ASSIGNMENTS

<table>
<thead>
<tr>
<th>Class</th>
<th>Day</th>
<th>Topic</th>
<th>Readings</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tue</td>
<td>1/11/2022</td>
<td>Lecture: Overview of Course/Marketing Metrics NPS, Market Management</td>
<td>Reichheld and Markey Stanko and Fleming</td>
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<tr>
<td>Th</td>
<td>1/13/2022</td>
<td>Lecture: Market Share Performance Metrics and Share Growth</td>
<td>Text: Chapter 2 Campbell Lindsay Bendle and Bagga</td>
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<tr>
<td>Tue</td>
<td>1/18/2022</td>
<td>Case: Samsung Mini Intro To Tableau</td>
<td>Assignment 1 Due</td>
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<td>Th</td>
<td>1/20/2022</td>
<td>Lecture: Margins</td>
<td>Text: Chapter 3</td>
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<tr>
<td>Tue</td>
<td>1/25/2022</td>
<td>Lecture: Customer Profitability Tableau Mini Session</td>
<td>Text: Chapter 4 Pfeiffer and Farris (2 papers) and Steeburgh and Avery</td>
<td>Quiz 1 (Marketshare and Margins)</td>
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<tr>
<td>Th</td>
<td>1/27/2022</td>
<td>Case Rosewood Hotels</td>
<td>Prep for case – no submission</td>
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<tr>
<td>Tue</td>
<td>2/1/2022</td>
<td>Project Deliverable 1 Discussion Lecture: Designing Dashboards / Working with Tableau Part 1</td>
<td>Tableau Notes</td>
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<td>Th</td>
<td>2/3/2022</td>
<td>Lecture: Designing Dashboards / Working with Tableau Part 2</td>
<td>Tableau Notes</td>
<td>Quiz 2</td>
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<tr>
<td>Tue</td>
<td>2/8/2022</td>
<td>Lecture: Pricing Metrics / Recap</td>
<td>Text : Chapter 7</td>
<td>Assignment 2 Due</td>
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<td>Th</td>
<td>2/10/2022</td>
<td>Lecture: Pricing Metrics / Recap</td>
<td>Text : Chapter 7</td>
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<td>Class</td>
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<tr>
<td>Tue</td>
<td>2/15/2022</td>
<td>Guest Speaker</td>
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<td>Tue</td>
<td>2/22/2022</td>
<td>Lecture: Pricing &amp; Promotions Review</td>
<td>Text: Chapter 8</td>
<td>Quiz 3 (Pricing and Promotions)</td>
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<td>Th</td>
<td>2/24/2022</td>
<td>Lecture: Advertising 1</td>
<td>Text: Chapter 9</td>
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<td>Tue</td>
<td>3/1/2022</td>
<td>Lecture Advertising 2 Tableau Exercises</td>
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<td>Th</td>
<td>3/3/2022</td>
<td>Project Phase 1 Presentations</td>
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<td>5 Minute Group Presentations</td>
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<td>Tue</td>
<td>3/8/2022</td>
<td>Lecture Advertising 3 and Review</td>
<td>Text: Chapter 9</td>
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<td>Th</td>
<td>3/10/2022</td>
<td>Project Feedback</td>
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<tr>
<td>Tue</td>
<td>3/15/2022</td>
<td>Case: Pepsi Lipton Brisk</td>
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<td>Th</td>
<td>3/17/2022</td>
<td>Spring Break</td>
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<tr>
<td>Tue</td>
<td>3/22/2022</td>
<td>Recap and Way Forward</td>
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<td>Quiz 4 (Advertising)</td>
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<tr>
<td>Th</td>
<td>3/24/2022</td>
<td>Marketing And Sales</td>
<td>Text: Chapter 6</td>
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<tr>
<td>Tue</td>
<td>3/29/2022</td>
<td>Social Media 1 Tableau Exercises</td>
<td>Text: Chapter 10</td>
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<td>Th</td>
<td>3/31/2022</td>
<td>Social Media And online Metrics 2</td>
<td>Text: Chapter 10</td>
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<tr>
<td>Tue</td>
<td>4/5/2022</td>
<td>Case: MedNet.com Tableau Exercises</td>
<td>Read MedNet Case</td>
<td>Assignment 4 Due</td>
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<tr>
<td>Th</td>
<td>4/7/2022</td>
<td>Student Project Phase 2 Status Review</td>
<td></td>
<td>Project Status Write Up 5 Minute Group Presenta-</td>
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<tr>
<td>Tue</td>
<td>4/12/2022</td>
<td>Brand Equity and Return on Marketing Invst</td>
<td>A Simple Way to Measure How Much Customers Love Your Brand</td>
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<tr>
<td>Th</td>
<td>4/14/2022</td>
<td>Marketing and the Value of the Firm</td>
<td>How Big Data Brings Marketing and Finance Together The bottom line: Marketing and Firm Performance</td>
<td>Assignment 5 Due</td>
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<tr>
<td>Class</td>
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<td>Topic</td>
<td>Readings</td>
<td>Deliverables</td>
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<tr>
<td>Tue</td>
<td>4/19/2022</td>
<td>Project Consulting Session Tableau Exercises</td>
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<td>Quiz 5 (Marketing and Sales and Online Metrics+ Overall)</td>
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<td></td>
<td>4/21/2022</td>
<td>Student Project Phase 3 Group Presentations</td>
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<td>4/26/2022</td>
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<td></td>
<td>4/29/2022</td>
<td>Wrap Up</td>
<td>Course Summary</td>
<td>Project Write up Submission</td>
</tr>
<tr>
<td>Final</td>
<td>Refer USC Final Exam schedule</td>
<td>Summative Experience: A student led integrative summary presentation of key insights from the course</td>
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**STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS**

**Academic Conduct:**
Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, “Behavior Violating University Standards” [policy.usc.edu/scampus-part-b](http://policy.usc.edu/scampus-part-b). Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, [http://policy.usc.edu/scientific-misconduct](http://policy.usc.edu/scientific-misconduct).

**Students with Disabilities:**
USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

**Support Systems:**
Counseling and Mental Health - (213) 740-9355 – 24/7 on call
studenthealth.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1-800-273-8255 suicidepreventionlifeline.org
Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL), press “0” after hours – 24/7 on call studenthealth.usc.edu/sexual-assault
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298 equity.usc.edu, or titleix.usc.edu
Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298
usc-advocate.symplicity.com/care_report
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

USC Support and Advocacy - (213) 821-4710 uscsa.usc.edu
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101 diversity.usc.edu
Information on events, programs and training, the Provost’s Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call dps.usc.edu, or emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call dps.usc.edu
Non-emergency assistance or information.

Office of Disability Services and Programs - (213) 740-0776 dps.usc.edu, ability@usc.edu.
USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (dsp.usc.edu) provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday.